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Approved October 6, 2000

**SPECIAL MEETING
BOARD OF TRUSTEES
CENTRAL WASHINGTON UNIVERSITY
August 3-4, 2000
Minutes**

Board Retreat

The Board of Trustees convened in retreat session at Sleeping Lady Resort in Leavenworth, Washington, at 9:57 a.m.

Trustees Present: Gwen Chaplin, Chair; Leslie Jones, Vice Chair; Ken Martin, Shawnte Pearson; Jay Reich; Nadine Romero; Mike Sells; Judy Yu

Others Present: Jerilyn S. McIntyre, President; Judy B. Miller, Secretary to the Board; Elizabeth Street, Special Assistant to the President

Action

Minutes of the June 9, 2000 board meeting were presented for review and approval, as well as a date change for the November board meeting.

Motion 00-49: Mr. Sells moved, seconded by Ms. Pearson, that minutes of the regular meeting of June 9, 2000 be accepted with one change: *Adjust Motion 00-46 to reflect Section 7.30D and F rather than Section 7.30D.4.* November 17, 2000 was approved as a meeting date in lieu of November 10. Motion carried.

Discussion

Significant accomplishments for the past year were reviewed including a successful presidential search. Board members became more adept over the past year at framing issues, role-modeling values, and improving relationships. Next year will be filled with continuing efforts to focus on policy and set direction with priorities that encourage action. Vice presidents presented data over the past year that was more focused and clear. Contributions from our interim president, Dr. James A. (Dolph) Norton, were notable and positive.

President McIntyre reviewed restructuring efforts at the university and interim position needs. She discussed plans to meet over the next few weeks with various internal and external constituencies. Campus community members will be encouraged to demonstrate more respect for one another. Conflict resolution and mediation training for the vice presidents was discussed as a means of supporting a culture of respect.

Constituents around campus will be invited to participate in the process of establishing priorities and goals in response to clear direction from the Board. The Board complimented the Strategic Planning Committee for their useful report. Phil Backlund, chair of the committee, presented an overview.

Board members are committed to organizing their work so they function well and their actions and policies are transparent to the university community. With that in mind, they spent time together on three specific topics: the role of the board, organizing the board committees, and designing board meetings that work.

Mike Sells and Jay Reich led a conversation about the role of the Board of Trustees and of individual board members. The instant communication available through electronic mail increases the opportunity for personal contacts, but accentuates the need for roles to be clear.

Members of the board discussed how they could work better within committees. Three committees of the board will function this year - Student Affairs: Ken Martin, Chair; Academic Affairs: Nadine Romero, Chair; and Resource Development: Judy Yu, Chair. Committees will meet in the morning before the board meets, and committee chairs will report at board meetings.

Board meetings should be a time for thoughtful conversation, debate, and decision making. Such conversations during the regular board meeting time will allow the campus community to share in the board's reasoning behind decisions.

In addition to these formal roles, board members talked about how they might participate in campus life by taking advantage of informal meetings with students, faculty, and administrators.

On Friday morning, the trustees discussed the status of the university's compliance with the requirements of Title IX, clearly an important issue for the upcoming year. The vice presidents and the faculty senate chair joined the board to discuss the implications of the recent administrative reorganization and the board's hopes with respect to strategic planning.

Board discussion of strategic issues produced the following directions and principles to guide university planning and budgetary efforts through the coming year.

Strategic Directions

Throughout this past year, the President's Cabinet has been engaged in a deliberate strategic planning exercise through which a number of strategic challenges have become apparent. Our new university president, working with the Board of Trustees and the university community will develop strategic goals and benchmarks to address each of these challenges in the next few months:

1. Central Washington University is challenged to differentiate among the needs of residential, commuter, and electronic students in order to
 - a. enhance student and academic life for residential students on the Ellensburg campus.
 - b. enhance student and academic life for commuter students on the Ellensburg campus and at the satellite centers
 - c. enhance student and academic life for students completing degrees through alternative delivery systems, including electronic systems
2. Central Washington University is challenged to develop a more diversified funding base, including enhancing its donor base in the interest of providing more scholarships for students and supporting a capital campaign in the interest of maintaining and expanding facilities for which state funding is unavailable.
3. Central Washington University is challenged to find creative ways to form sustainable and mutually beneficial external partnerships with business and industry and with social agencies, including the public schools.
4. Central Washington University is very aware of the extraordinary staffing needs in the public schools and of its unique role in the state in teacher preparation. The university is challenged to recruit more students into teaching, to ensure that their programs are of the highest possible quality, and to

develop a highly respected program of educational research - in short, to enhance its role as a leader in education.

5. Central Washington University is challenged to ensure a positive climate for students and employees, including an environment rich in and respectful of diversity.

Principles

1. It is Central Washington University's legacy to be a leader in teacher education.
2. Excellence and quality require diversity including full compliance with the letter and spirit of Title IX.
3. Goals should be established with reference to future direction and should place the university on the leading edge.
4. All goals must have measurable outcomes.
5. All of the university's efforts must focus on the two primary aspects of its mission statement:
 - a. to be a student-focused institution (including emphasis on undergraduate research, field study, and service-learning)
 - b. to be a resource to the region, state, and nation.

Adjournment

Retreat adjourned at 4:10 p.m.

Judy B. Miller, Secretary to the
Board of Trustees
Central Washington University

Gwen Chaplin, Chair
Board of Trustees
Central Washington University